

# IMPLEMENTATION STRATEGY



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## Chapter

# 9

### *Village Implementation Measures*

## **Purpose, Authority and Entitlements**

This Village Master Plan and Design Manual shall serve as a Master Plan for the area known as the Village, the boundaries of which have been described herein and within Appendix A. The land use and development regulations set forth within the Master Plan and Design Manual constitute the applicable zoning regulations for the Village Area and are adopted by ordinance form in order to supersede the otherwise applicable zoning regulations set forth in the Carlsbad Municipal Code.

This Master Plan establishes land use, zoning and development standards applicable to the Village Area with consideration given to individual land use districts within the area, defining the permissible type and intensity of development. Although this Master Plan sets standards for development and land use, it does not provide a guarantee of approval for future discretionary development projects within its boundaries.

## **General Plan Consistency**

The Village Master Plan and Design Manual is adopted by ordinance by the Carlsbad City Council, which has found it to be consistent with the Carlsbad General Plan. The Village Master Plan and Design Manual systematically implements the broad-based General Plan policies and the individual development proposals for the Village Area.

## **Development Consistency**

All development proposed for the Village Area shall be consistent with the policies and regulations of this Village Master Plan and Design Manual. The zoning set forth for all properties in the Village is to be known as Village Review, or V-R, and the land use districts shall set forth the permitted, provisional, accessory and prohibited land uses for said properties. Conformance to these policies and standards will ensure the systematic implementation of the General Plan.

## **Severability**

In the event that any regulation, condition, program, or portion of this Village Master Plan and Design Manual is held invalid or unconstitutional by a California Court or Federal Court of competent jurisdiction, such provisions and the invalidity of such provisions shall not affect the validity of the remaining provisions.

## **Village Master Plan and Design Manual Enforcement**

The Village Master Plan and Design Manual zoning promotes orderly development and the zoning for the Village Area. Consistent with the City of Carlsbad Municipal Code, any violation of the standards and regulations identified in the Village Master Plan and Design Manual adopted by the City Council shall be

considered a violation of the Zoning Ordinance. Where the Village Master Plan and Design Manual is silent on an issue, the requirements of the Carlsbad Municipal Code shall apply.

## **Public Facilities**

To ensure that all development within the Village Area is adequately served, developers shall be required to provide for their share of the construction or funding of all necessary public facilities pursuant to the approved Zone 1 Local Facilities Management Plan.

## Circulation Improvements

Generally, it has been determined that the circulation system within the Village Area is adequate to support existing and future development. However, a number of areas within the Village still need sidewalks and other street improvements. As funds become available and as private properties are developed, the developers and city will continue efforts to provide sidewalks and appropriate street improvements throughout the Village to improve/enhance vehicular and pedestrian circulation.

## Public Improvements

With completion of the six (6) phases of the Streetscape Project, much of the public improvement program within the Village has been accomplished. However, the city will continue efforts to complete public improvements as appropriate over the next ten (10) or more years.

## Transportation

The city will continue to support projects which will enhance public transportation opportunities for persons living, working, shopping or visiting within the Village Area.

The Commuter Rail and Bus Transfer Station within the Village Area will provide opportunities for persons who live in or around the Village to access job sites in downtown San Diego or in other cities north/south of Carlsbad. The city will pursue transit-oriented developments which will also enhance transportation center within the Village.

As feasible and possible, the city will also encourage North County Transit District to improve bus transportation services both in and around the Village Area.

To encourage the greater use of bicycles and mopeds, the city will pursue funding to install bike racks in the various public parking lots within the Village and at various locations on the public sidewalks throughout the Village. Private developers of new projects within the Village will also be encouraged to add bicycle racks on private property to develop this “bicycle friendly” environment. Additionally, the Housing & Neighborhood Services staff will work with the city’s Transportation Department to ensure that there are adequate and safe bicycle lanes within the Village to enhance circulation opportunities and reduce conflicts with vehicles and/or pedestrians.

The city shall actively encourage convenient alternatives to automobile use throughout the Village Area by implementing the following measures:

1. The city shall encourage transit operators to provide low-cost transit service to beaches and visitor-serving areas, and to provide transit service within walking distance of higher density residential areas within the city.
2. The city shall support higher density and mixed-use development within walking distance of the transit station.
3. In order to minimize energy consumption and vehicle miles traveled and provide substitute means of serving development with public transportation, Coastal Development Permit approvals for new development within the Coastal Zone shall require developers to provide incentives for

alternate transit use such as providing employee transit passes or subsidies, ridesharing programs, preferred parking for carpooling and on-site shower facilities.

## Cultural Facilities

The development of cultural facilities in the Village will add greatly to the attractiveness of the Village as a destination for tourists and Carlsbad residents. Housing & Neighborhood Services and other city staff will work with the Carlsbad Arts Commission and the city's Arts Manager and other parties to identify possible sites for additional cultural facilities within the Village and/or for increasing cultural activity opportunities.

Strong support has been expressed for reopening the Carlsbad Theatre as a first run cinema and perhaps other community uses, such as dramatic presentations, dance/music recitals and more. Since the theatre is currently privately owned, the city has limited authority to implement this program. However, the city will continue to encourage the renovation of the theatre by other private or public entities and to attempt to facilitate city approvals to reopen the building according to applicable development standards/building codes. If it is not possible to renovate and reopen the Carlsbad Theatre, the city will pursue other opportunities which may be presented by other private or public parties for providing new cultural arts facilities, including a theatre, within the Village.

The Housing & Neighborhood Services Department will work with and support the city's Cultural Arts Office efforts to sponsor a series of on-going, small-scale arts activities within the Village to attract local residents to the area in greater numbers.

Live/work accommodations for local artists will be encouraged by the city. The Village Land Use Plan has been revised to allow these types of uses in several of the land use districts within the area. The city will explore and consider the feasibility of developing artist housing under its affordable housing program. Although the city does not develop housing on its own, a private developer (for profit or non-profit) may be willing to work with the city to develop affordable housing and work space opportunities in the Village. If the agency is able to identify a private developer who is willing to own and operate artist housing which provides work space, the agency will work with the developer to facilitate completion of the project. In providing these live/work opportunities for artists, the city will encourage the adaptive reuse of existing commercial buildings in the Village which may also have local historical significance, as appropriate.

The Housing & Neighborhood Services Department will also continue to work with the city's Cultural Arts Office to create opportunities for short-term work, exhibit and public spaces for artists in the Village.

To assist in financing public art, the city requires that 1% of the total construction cost of any publicly-funded project built within the Village be made available for a public art element within the given project or at a later date at an alternate location within the Village. The public art element will be approved by the process set forth by the Carlsbad City Council.

## Historic Preservation

The Housing & Neighborhood Services Department shall work with the Historic Preservation Commission and/or Historical Society to facilitate the development of walking tour of historic sites in the downtown area. The department will work with the commission/society to identify sources of funding which may be available for financing the costs of “identifier” or “historical landmark” signs as part of this program. The city will also consider incorporating a signage program related to cultural resources as part of the walking tour/signage program.

Every effort will be made by the city to work with private property owners to preserve buildings and/or other historical landmarks within the Village Area as part of the downtown revitalization program. The city will encourage and facilitate the development of a proposed museum in the Village which will provide for the preservation of local historical artifacts.

The city will research and consider the feasibility of creating a historic district within the Village Area to assist in the effort to preserve the history of Carlsbad and, more specifically, the Village. At a minimum, the city will prepare a “key” or “overlay map” which clearly identifies the historic buildings and other structures within the Village to increase the awareness of the historical significance of the area and various buildings and to coordinate efforts to redevelop sites or construct new projects in a “history sensitive” manner.

The city will also encourage the preservation of Hispanic culture and history within the Barrio Carlsbad Community of the Village Area. A Hispanic Culture Development Theme has been established for the area on Roosevelt Street between Carlsbad Village Drive and Walnut Avenue. Efforts will be made by the city to encourage land uses within the area which respect and enhance the Hispanic culture and history within the area.

## Economic Restructuring

One purpose of the Village Master Plan and Design Manual is to restructure the mix of uses in the Village over the long term to be more mutually supportive and to increase the area’s economic vitality. The materials in this section of the Implementation Measures deals not with controls and programs but rather general strategies for change of a period of years.

A “Business Retention and Recruitment Program” will continue to be implemented in the Village Area. The program includes:

1. An identification of special problems faced by small downtown businesses for discussion and possible resolution by the city and/or the various community groups invested in the Village Area;
2. Identification of new businesses desired within the Village;
3. Preparation of Village promotional materials;
4. Establishment of outreach efforts to attract specific businesses to occupy available spaces in the downtown. As appropriate and consistent with applicable policies, the city may provide financial

assistance and/or incentive funding to desirable businesses and/or redevelopment projects to be constructed within the area.

The city will research and pursue, if appropriate, establishment of a **Business Improvement District (BID)** to fund special projects within the Village Area. The funds provided through the BID could be used for:

1. Promotion and marketing of the Village;
2. Increased security and parking enforcement;
3. Maintenance and enhancement of landscaping;
4. Additional lighting and parking;
5. Small business counseling services as well as other projects/activities which may address the problems of small downtown businesses.

In addition to the above programs, with assistance from the Village Business Association, the city will pursue development of a “Business Directory and Community Building Identification Program.” This program may include, but is not limited to:

- A kiosk or business directory sign program which would be accessed by the customer to identify the location of businesses and/or community buildings within the Village Area. These kiosks could be placed at various locations, such as public parking lots, throughout the Village for directional purposes. This program could be similar to the business director provided within a shopping mall or it could simply provide an opportunity for businesses to display information related to their business.
- A “Business Directory” which could be published for distribution to visitors and/or local residents for business identification and directional purposes.
- A Street Signage Program which would enhance existing signage to identify key landmarks within the Village and/or various community facilities.

## Building Improvements

An improvement of the overall Village environmental and visual image is an important part of the comprehensive Master Plan for revitalization of the downtown Village Area.

The city will develop, implement and fund a “Building Façade Improvement and Signage Design Assistance Program” to provide an incentive for businesses/property owners to complete some façade improvements for area beautification purposes. Also, funding for design assistance for new signage will hopefully encourage businesses to revise and update outdated signage and to comply with the new sign standards for the Village Area.



## Roles and Responsibilities

Housing & Neighborhood Services, with direction, support and guidance from the City Council and/or the Planning Commission, will have the overall responsibility for initiating and coordinating implementation activities. Funds invested in the downtown area will have the overall responsibility for initiating and coordinating implementation activities. Funds invested in the downtown area will be for the purpose of carrying out the city's responsibilities for planning and land use regulations, and for stimulating greater private investment which will provide benefits to the city as a whole. The city will also be responsible for the design, award of construction contracts and supervision of construction of any public improvements planned for the Village and funded by either the Redevelopment Agency or city. Housing & Neighborhood Services will serve as the direct contact for other public agencies which may seek to complete improvements and/or projects within the boundaries of the Village Area.

The Primary role of the city shall be to serve as a catalyst to get activities started. This action must be matched by private commitments to warrant the continued allocation of public staff resources and funding.

The ***Carlsbad Village Association***, or other business organization will be responsible for organizing its membership in support of downtown revitalization and promotional efforts for the downtown area. Such activities will include advertising and special events as well as the dissemination of important information and the representation of downtown business interests before the city boards and commissions.

The ***Village Property Owners and Business Owners*** shall be responsible for funding their fair share of physical improvements and/or projects which affect the value of their downtown properties. In addition, they will be asked to carry out improvements to their property to enhance the downtown shopping environment and improve the area's competitiveness relative to other regional shopping areas.

The ***Village Residents*** will be responsible for supporting the implementation of downtown improvements and/or projects which have benefit to the area as a whole. The residents should also communicate with the community leaders to ensure that problems within the area are being adequately addressed and to aid in the effort to create a Village that is "a comfortable place to be" and offers a variety of opportunities.

## Conclusion

To be successful, this entire Village Master Plan and Design Manual builds upon the governmental leaders' commitment to the downtown, the momentum for improvement established by the businesses, residents and property owners and the spirit of cooperation among all the various parties acting within the Village Area. Implementation of the Village Master Plan and Design Manual will be a shared private/public partnership with many contributing to its success and all benefiting from the revitalization efforts.



## Appendix A – Legal Description for Village Area Boundaries

All those portions of the City of Carlsbad, County of San Diego, State of California described as follows:

BEGINNING at the most Westerly corner of Lot 58 of Granville Park No. 2, according to Map thereof No. 2037 filed in the Office of the County Recorder of San Diego County, June 18, 1927; thence along the Northwestern, Northerly and Northeasterly line of said Map 2037 in the most Easterly corner of Lot 133 of said Map 2037; thence leaving the boundary of said Lot 133, Easterly to the most Westerly corner of Lot 174 of said Map 2037; thence continuing Easterly along the Southerly line of said Lot 174, 20.00 feet more or less, to the Easterly line of the State Highway (Carlsbad Boulevard) as granted to the State of California in deed recorded in Book 316, Page 309, of Official Records to the most Northwestern corner of land described in deed McMahan Furniture Co., a California corporation, recorded January 3, 1975, as File NO. 75-001664, being also a point of intersection between the Easterly line of said State Highway and the Southwesterly line of State Street, 60.00 feet wide, as shown on the records of the County Assessor of said San Diego County; thence Northeasterly, radially from said Southwesterly line of State Street to a point on the Northeasterly line of said State Street, being also a point in the boundary of land described in Parcel 7 in deed to the State of California recorded August 19, 1974, as file No. 74-223647; thence Southeasterly along the Northeasterly line of said State Street to a point in the Northeasterly line of Lot 19 of Seaside Lands, according to Map thereof No. 1722, filed in the Office of the County Recorder of San Diego County, July 28, 1921, thence Easterly along said Northerly line to the Northeast corner of said Lot 19, being also a point in the Easterly line of land described in deed R.R. Robinson, et ux, recorded July 6, 1972, as File No. 174347; thence along the Westerly boundary of said Robinson's land North 0° 03'00" East to the Northwest corner thereof; thence South 89°50'00" East along the Northerly line of said Robinson's land and its Easterly prolongation to the most Westerly corner of Lot 1 of Buena Vista Gardens, according to Map thereof No. 2492, filed in the Office of the County Recorder of San Diego County, August 4, 1948, thence along the boundary of said Lot 1, South 56°57'40" East, 89.97 feet and South 77°39'00" East to a line drawn parallel with and 90.00 feet Westerly of the West line of a 40.00 easement for private road as shown on said map 2492; thence Southerly along said parallel and its Southerly prolongation to a point on the Southerly line of Laguna Drive as shown on Map of Seaside Lands No. 1722, being also a point in the Northerly line of Lot 20 of said Seaside Lands; thence South 89°50'00" East along the Southerly line of said Laguna Drive to a point on the Northeasterly line of Fourth Street (Jefferson Street) as shown on Map of Carlsbad Lands, Map 1661; filed in the Office of the County Recorder of San Diego County March 1, 1915; thence Southerly and Southeasterly along said Northeasterly line to the most Westerly corner of Lot 1 of Schell and Sites Addition to Carlsbad, according to Map thereof No. 2145, filed in the Office of the County Recorder of San Diego County, February 20, 1929; thence continuing Southeasterly along said Easterly line of Fourth Street to the most Westerly corner of Lot 14 of said Map 2145; thence Northeasterly to the most Northerly corner of said Lot 14; thence Southeasterly to the most Westerly corner of Lot 20 of said Map 2145; thence Southeasterly to the most Easterly corner of said Lot 26; thence Northeasterly to the most Southerly corner of Lot 27 of said Map 2145; thence Northeasterly to the most Easterly corner of Lot 31 of said Map 2145; thence Northwesternly to the Northeast corner of said Lot 31, being also an angle point in the Westerly boundary of land described in deed to W. Joseph Parisi, et ux, recorded November 10, 1969, as File No. 205432; thence Northerly along said Westerly boundary and the Northerly prolongation, 330 feet to the Northerly line of Tract 117 of said Carlsbad lands, according to Map thereof No. 1661; thence Easterly along said Northerly line to an intersection with the Southwesterly line of California State Highway XI-SD-2B; thence Southeasterly along said Southwesterly line of the State Highway to the most Easterly corner of Parcel 1 of Marcel Map 1311 filed in the Office of the County Recorder of San Diego County, February 16, 1973, being a portion of said Tract 117; thence along the Southeasterly boundary of said Parcel South 48°22'27" East 26.59 feet to an angle point in said Southeasterly boundary of said Parcel 1; thence continuing Southeasterly along said Southwesterly line of the State Highway to the Northeast corner of land described in deed to the State of California recorded February 16, 1968, as file No. 27350; thence along the Northwesternly line of said State of California Land, Southwesterly to an intersection with the East line of land described in deed to Vera Aguilar Soto, an unmarried woman, recorded June 3, 1968, as File No. 92031; thence Northwesternly along said East line 10.00 feet to a point in the Northerly line of that portion of Oak Avenue as vacated and closed to public use; thence Southwesterly along said Northerly line to a point in the Westerly line of land described in Parcel II of Judgment of Final Distribution on Waiver of Accounting in the Estate of Darrell

Alexander Welch, also known as Darrell A. Welch, deceased, Superior Case No. PN 1232, a copy of which was recorded May 5, 1975, as File No. 75-106699; thence Southwesterly in a straight line to the most Northerly corner of Lot 17 in Block 58 of Town of Carlsbad, according to Map thereof No. 775, filed in the Office of the County Recorder of San Diego County, February 15, 1895; thence along the Northwestern line of said Lot 17 and its Southwesterly prolongation, to the most Westerly corner of Lot 17 in Block 40 of said Map 775; thence Southeasterly along the Southwesterly line of said Lot 17 Block 40, and its Southeasterly prolongation to the most Westerly corner of Lot 17 in Block 42 of said Map 775; thence Southwesterly along the Southwesterly prolongation of the Northwestern line of said Lot 17, Block 42 to a point of intersection with the Northeasterly line of Lot 8 of Industrial Tract, according to Map thereof No. 1743, filed in the Office of the County Recorder of San Diego County, January 3, 1923, thence along said Northeasterly line, Southeasterly to the most Easterly corner of said Lot 8; thence Southwesterly prolongation to its intersection with the Southwesterly line of the Atcheson Topeka and Santa Fe Railway Right of Way, thence Northwesterly along said Southwesterly line to an intersection with the Northeasterly prolongation of the Southeast line of Block 16 of Town of Carlsbad, according to Map thereof No. 535, filed in the Office of the County Recorder of San Diego County, May 2, 1880, thence Southwesterly along said Southeast line and its Northeasterly prolongation to the most Southerly corner of the Northeast half of the Southeast half of said Block 16; thence Northwesterly along the Southwesterly line of said Northeast half of the Southeast half to the most Westerly corner of said Northeast half of the Southeast half of said Block 16; thence Southwesterly along the Northwestern line of the Southeast half of said Block 16 to the Northwest corner of the Southeast half of said Block 16; thence Southeasterly along the Southwest line or said Southeast half of Block 16 to the most Southerly corner of said Southeast half; thence Northeasterly along the Southeast line of said Southeast half of Block 16 for an intersection with the Northwestern prolongation of the Northeasterly line of the Westerly 150.00 feet of Block 17 of said Map 535; thence Southeasterly along said Northwestern prolongation and said Northeasterly line to the most Easterly corner of the Northwestern 100.00 feet of said Westerly 150.00 feet of Block 17; thence Southwesterly along the Southeasterly line of said Northwestern 100.00 feet and its Southwesterly prolongation to a point in the Southwesterly line of North east 150.00 of Block 18 said point being the most Southerly corner of land described in deed to John W. Rodgers, et al, recorded July 24, 1975, as File No. 75-193415; thence Southeasterly along the Southeasterly prolongation of the Southwesterly line of Rodger's land to an angle point in the Northerly Boundary of Tract 100 of Carlsbad Lands, Map 1661 being also a point on the Northwestern boundary of land described in Parcel 1 in deed to Thelma B. Williams, et al, recorded March 9, 1964, as File No. 43082; thence along the boundary of said Parcel 1 of said Williams deed Southwesterly 31.50 feet to the most Westerly corner thereof and Southeasterly 64.00 feet to the most Easterly corner of Parcel 2 of said Williams deed; thence leaving the boundary of said Parcel 1 and along the boundary of said Parcel 2, Southwesterly 148.50 feet to an angle point in the Southerly boundary of Tract 100 of said Map 1661; thence Southeasterly along said Southerly boundary of said Tract 100 to its most Southerly corner, thence Southeasterly in a straight line to the most Northerly corner of Block 20 in said Map 535; thence South 34°33'00" East along the Northeasterly line and the Southeasterly prolongation of the Northeasterly line of said Block 20, 140.00 feet to the most Northeasterly corner of land described in deed to Ciebis Properties, a partnership recorded September 12, 1977, as File No. 77-371495; thence along the boundary of said Ciebis; land as follows: Southeasterly 53.00 feet, more or less, to the most Easterly corner thereof; thence South 55°27'00" West 60.00 feet; thence South 34°33'00" East, 7.00 feet; thence South 55°27'00" West 60.00 feet to the most Northerly corner of land described in deed to Ciebis Properties, a partnership, recorded September 12, 1977, as File No. 77-371497; thence leaving the Ciebis land first above described and along the boundary of the Ciebis' land last described above, as follows: Southeasterly along the Northeasterly line thereof, 210.00 feet to the most Easterly corner thereof; thence South 55°27'00" West, 128.59 feet to the beginning of a tangent 10.00 foot radius curve, concave Northerly, thence Southwesterly Westerly and Northwesterly along said curve through a central angel of 90° an arc distance of 15.71 feet; thence leaving the boundary of said Ciebis' land Northwesterly in a straight line to the most Southerly corner of land described in deed to the State of California recorded August 25, 1967, as File No. 128584; thence along the Westerly boundary of said State of California land North 30°39'55" West, 301.73 feet to the Northwestern corner thereof; thence leaving the boundary of said State of California land Northerly in a straight line to the most Southerly corner of Tract 94 of Carlsbad Lands, Map 1661; thence Northeasterly along the Southerly line of said Tract 94 to the most Easterly corner of said Tract 94, being also the most Easterly corner of Block 13 of the Town of Carlsbad, Map 535; thence Northwesterly along the Northeasterly line of said Block 13 to the most Northerly corner of said Block 13; thence Northwesterly in a straight line to the most Easterly corner of Block 8 of said Town of Carlsbad, according to said Map 535; thence Northwesterly along the Northeasterly line of said Block 8 to the most Northerly corner thereof; thence continuing

Northwesterly in a straight line to the most Easterly corner of Block 7 of said Map 535; thence Northwesterly along the Northeasterly line of said Block 7 to the most Northerly corner thereof; thence continuing Northwesterly in a straight line to the most Easterly corner of Lot 86 of said Granville Park No. 2, according to said Map No. 2037; thence continuing Northwesterly along the Northeasterly lines of Lots 86, 87, 88, 89, 90, 91, 92, 93 and 94; thence continuing Northwesterly in a straight line across Lots 95, 96 and 97 to a point on the Westerly prolongation of the Northerly line of Cypress Avenue as shown on said Map No. 2037; thence along said line of Cypress Avenue as shown on said Map No. 2037; thence along said Westerly prolongation to the Southerly line of Del Mar Avenue as shown on said Map No. 2037; thence Westerly along said Southerly line to a point in the Southwesterly line of said Lot 74 being the Southwesterly terminus of a line in the Northwesterly boundary of said Lot 74 with a distance of 70.21 feet; thence leaving the boundary of said Lot 74, continuing Northwesterly in a straight line to the most Southerly corner of Lot 69 of said Map 2037; thence continuing Northwesterly along the Southwesterly lines of Lots 69, 68, 67, 66, that portion of La Cresta Avenue adjoining Lots 66 and 61, Lot 61, 60, 59 and 58 to the Point of the Beginning.

